

Background

South East London Integrated Care System (SELICS) identified a need to bring together health and care pharmacy and workforce stakeholders, to share one approach to attracting, developing and retaining a flexible and satisfied pharmacy workforce.

Initiatives to improve the experience of the pharmacy workforce are not aligned under a strategic framework leading to isolated approaches across the wider system. This has led to unwarranted variation and destabilisation of services.

Aims and objectives

- To design a ‘One Pharmacy’ workforce model to support the attraction, development and retention of pharmacists, pharmacy technicians and pharmacy assistants through a shared approach across health and care organisations
- To understand & represent the contextual complexity for the pharmacy workforce
- To develop an overarching framework that encapsulated priorities for SEL system with reference to national policy/ programmatic influences
- To create a framework adaptable to other systems, likely to have the same challenges as SELICS

Research methodology

- Evidence based approach - multiple sources of evidence informed the design process e.g. strategies, frameworks, policies and procedures, stakeholder insights and scientific literature.
- The structure was influenced by top-down multilevel work design interventions framework (Knight & Parker, 2021) but was enhanced with the inclusion of a system level, to better illustrate the complexity of integrating work design approaches at scale.
- The model also utilised the Long-term workforce plan
- Workforce Insights - influenced the main priorities outlined in the overarching framework which are likely to change as the model evolves.

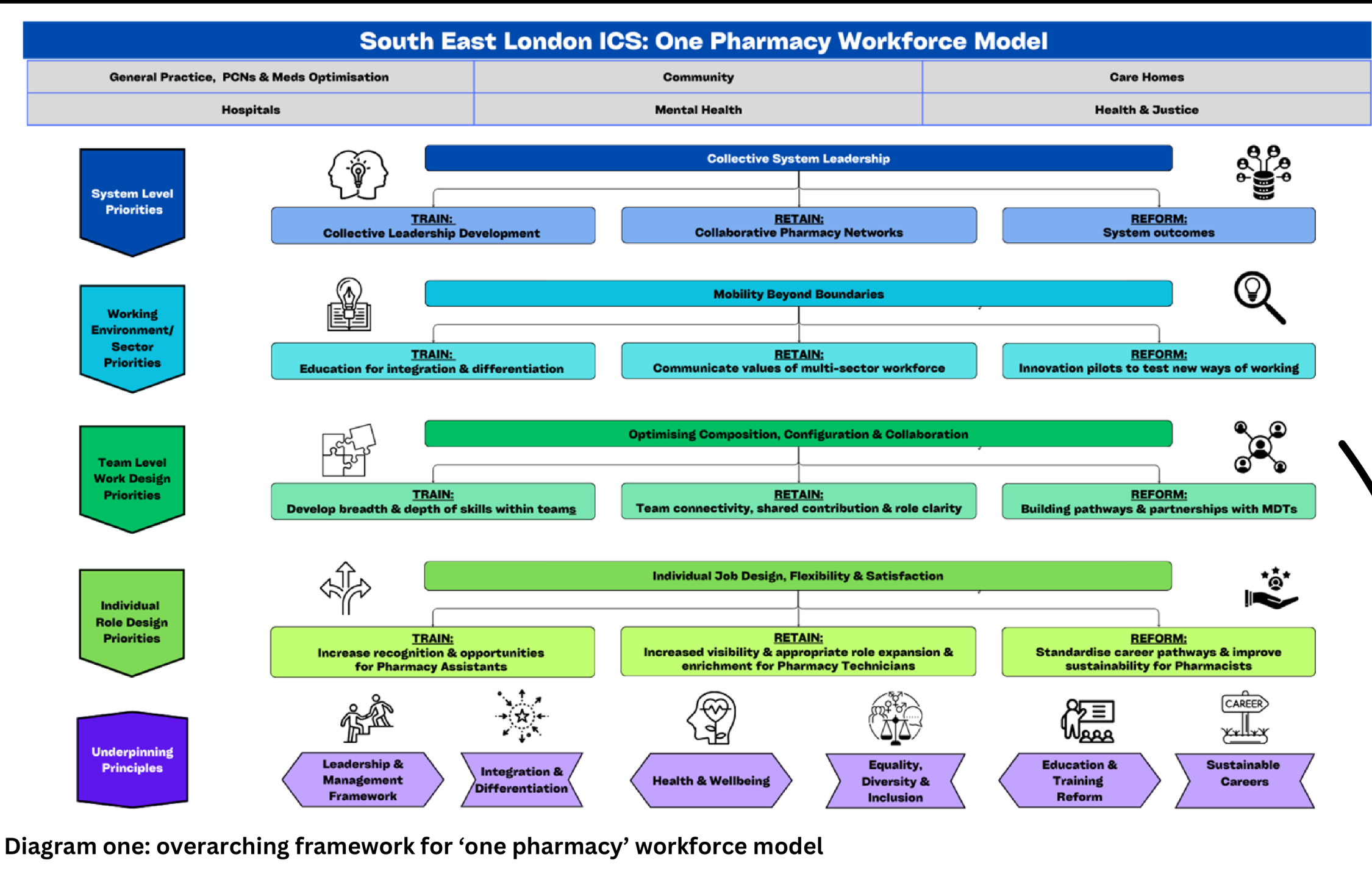


Diagram one: overarching framework for ‘one pharmacy’ workforce model

Model Design

The framework for the model (diagram one) comprises of four levels

- System level - developing collective leadership across partners is crucial in creating a shared approach.
- Working environment- importance of creating integration across different working environments (detailed information outlined in diagram 2), to create opportunities for joint working and mobility, and the need for differentiation (retaining specialisms).
- Team level- inclusion of priorities for team design. How different skills, roles and responsibilities can be optimised across pharmacists, pharmacy technicians and pharmacy assistants.
- Individual role design.

Underpinning principles for change run across each level and also include sustainable career strategies (diagram 3).

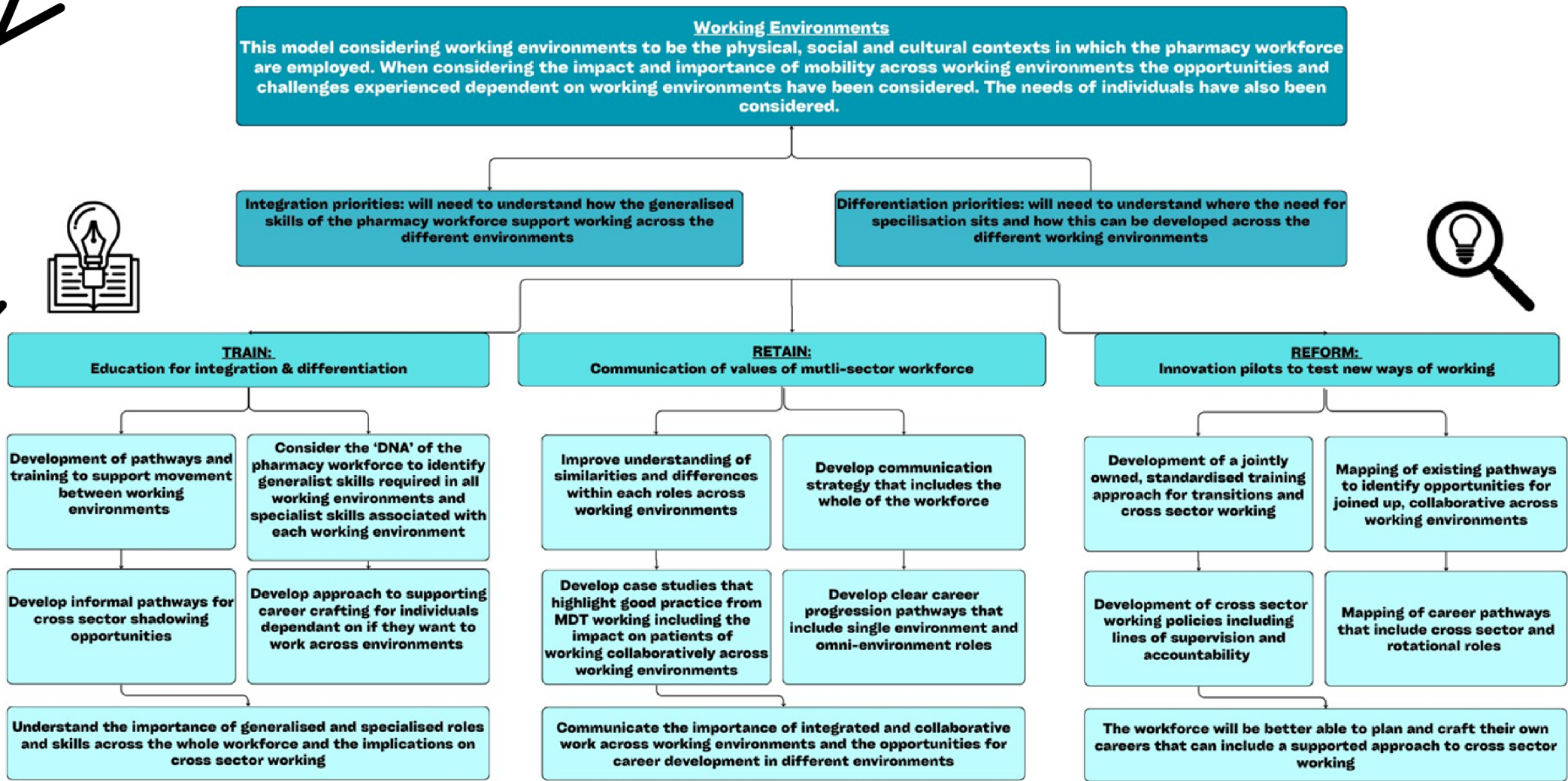


Diagram two: priorities for workforce transformation across working environments

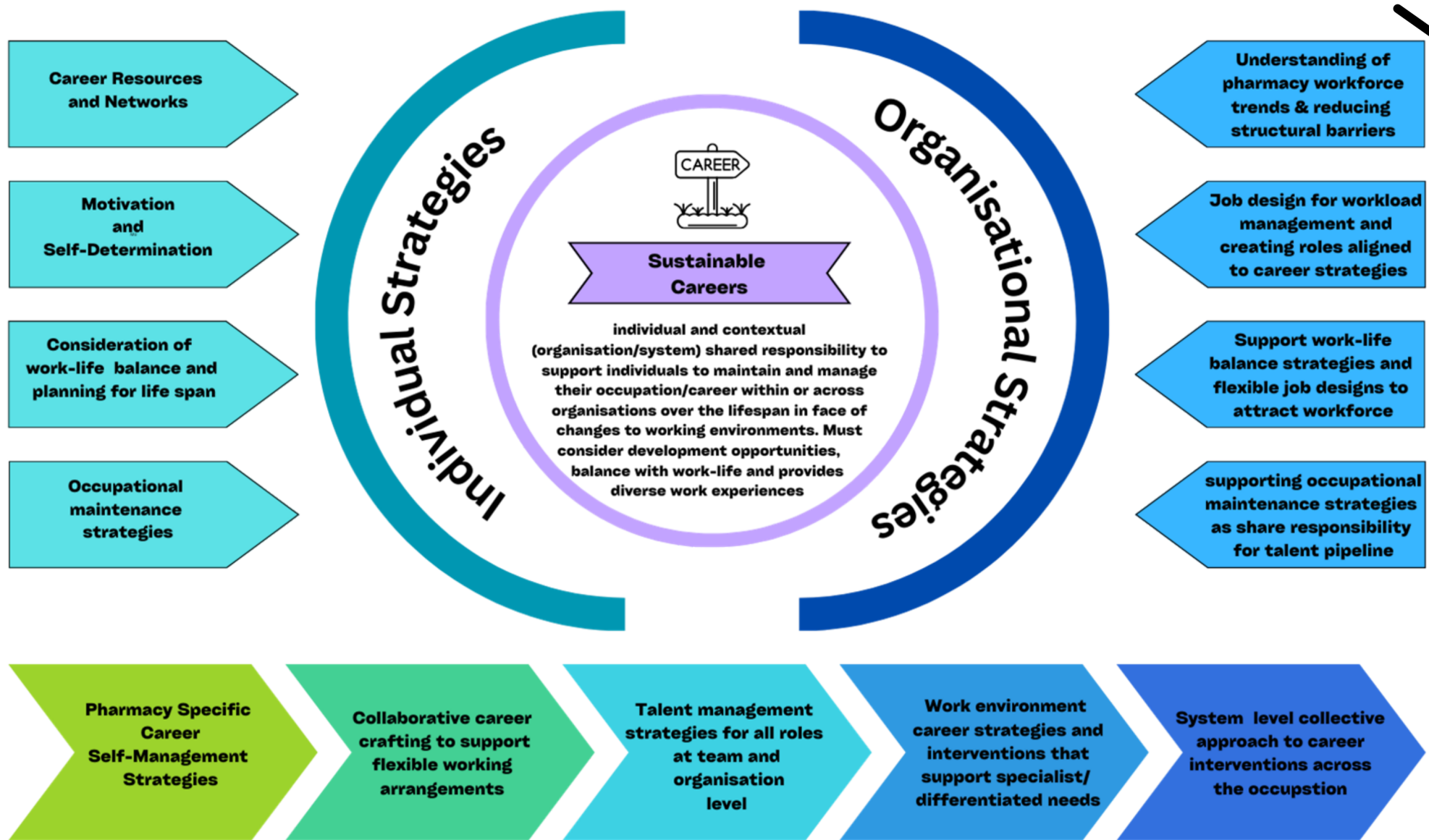


Diagram three: overview of developing strategies for the underpinning principles for sustainable careers

Results

- The framework demonstrates the complexity of the context and requirements for attracting and retaining the pharmacy workforce.
- The model recognises that multi-level work design interventions are key to the future development and sustainability of the workforce.
- Interventions are top-down, focused on improving system wide approaches that benefit all working sectors or bottom-up, allowing individuals and teams to adapt and flex their roles to maximise their effectiveness and efficiency.
- The model is not a step-by-step guide for operating as one pharmacy workforce, rather it is indicative of the steps and considerations that might support this.
- To date the model has been received positively and a network championing radical transformation towards one pharmacy workforce has begun.